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# FINAL DRAFT REPORT

# PROCEEDINGS: PRISM-USAID/UGANDA DATA PROVIDERS WORKSHOP

June 1994

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Submitted to Rosern Rwampororo

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#### INTRODUCTION

At the request of USAID/Uganda, the Center for Development Information and Evaluation (CDIE) conducted a one-day participatory monitoring and evaluation workshop for the Mission's Agriculture and Natural Resources (ANR) office The "PRISM/USAID Uganda Data Providers Workshop" was designed and facilitated by Jonathan Hawley and Keith Brown of Management Systems International, and ANR office monitoring and evaluation specialist, Rosern Rwampororo

The ANR office, which is in the final process of designing the Strategic Objective One (SO 1) monitoring and evaluation system, visualized the June 21 workshop as a timely opportunity to operationalize the SO 1 performance measurement system through collaboration and coordination with its key development counterparts. The day-long working session also was seen as a practical way to present the strategic objective to relevant host-country stakeholders within the broader context of the Mission's overall country program. This effort not only will enhance USAID/Uganda's activities, but also demonstrates the Mission's dedication to the Agency's overall focus on participatory development.

As with the monitoring and evaluation system itself, the workshop was designed to elicit useful performance measurement information from the various Government of Uganda ministries, host-country NGOs and international donor organizations that will be the sources of primary and secondary data directly related to the full range of SO 1 performance indicators. The critical issues the workshop addressed ranged from the timeliness of data collection and reporting to the availability of resources and the expected duration of related funding. The participants also identified constraints to sustainable data collection and reporting, and offered suggestions for how those constraints might be minimized.

A brief PRISM planning exercise also was conducted, during which the SO 1 objective tree and its indicators were shared with the participants. This not only clarified for the participants how their individual efforts directly support the strategic objective, but also brought into focus how their collaboration with AID/Uganda, and among themselves, plays an invaluable role in the development of the nation as a whole

Proceedings of the workshop, including findings, conclusions and "next steps," will be shared with the participants and will provide guidance for continued collaboration among the ANR office and SO 1 data providers

# I WORKSHOP PARTICIPATION AND FORMAT

The one-day PRISM/USAID Uganda Data Providers Workshop was attended by 27 representatives from 16 organizations that are responsible for collecting, reporting, and analyzing data used to measure performance indicators for SO 1 Participation in the workshop reflected a wide range of Government of Uganda (GOU) ministries and host-country non-governmental organizations (NGOs), as well as a major international private voluntary organization (PVO)

Participating GOU organizations included the Statistics Department, the Bank of Uganda Agricultural Secretariat, the Ministry of Trade and Industry, and the Ministry of Agriculture, Animal Industries and Fisheries Participating NGOs included the National Agricultural Research Organization (NARO), the Uganda National Farmers Association (UNFA), and the National Environmental Information Centre The Export Policy Analysis Development Unit (EPADU), and the Grant Management Unit (GMU), both established under SO 1 project activities, also were represented, as were CARE, the European Community, Uganda's Makerere University and the local private-sector firm of Management Systems and Economic Consultants Ltd (A complete list of these organizations and their workshop representatives can be found in Annex 4)

# A Morning session

The workshop's morning session began with a PRISM planning exercise outlining the logic behind the ANR office's development of SO 1. The complete SO 1 objective tree, including its performance indicators, was shared with the participants as part of this exercise. The participants were then divided into working groups formed according to the types of data the participants most often work with, specifically agricultural exports and agricultural production/productivity. Participants who work with SO 1-related financial data such as loans, grants and investments worked in the agricultural export group. Facilitated by ANR staff and the CDIE team, the participants were asked to work together to determine to which indicators the data they are collecting are most relevant. Once these determinations were made, participants were asked how often and when these data are collected and reported.

Written responses to questions about various data characteristics were recorded on working session questionnaires like the one below and collated for ANR office reference Representatives from each working group reported their findings to the entire workshop. A matrix describing all Working Session No 1 responses is found in Annex 2. It should be noted, however, that although 27 people took part in the workshop, only 16 participants submitted worksheets to avoid duplication by representatives from the same organizations. Further, the matrix reflects data sources for everything except all indicators for Sub-target 1.1 and the second indicator for Sub-target 1.1 2. These data sources, including the Uganda Investment Authority, the Cooperative Bank, the Nile Bank and the Agribusiness Development Center, were not represented at the workshop. Relevant performance indicator information will be gathered from these sources and added to the matrix.

Environmental considerations also were addressed during the morning session REDSO/ESA representative Eric Loken gave a brief presentation of the Environmental Monitoring, Evaluation and Mitigation Plan (EMEMP), a system being designed to measure unintended environmental impacts that might result from increased production of non-traditional agricultural exports Mr Loken then asked the participants to indicate whether their organizations are currently collecting, or plan to collect, data relevant to the measurement of EMEMP indicators. Responses from five participants who believe they can provide environmental data are indicated in the matrix.

# WORKING SESSION NO 1 WORKING GROUP NO 1

Name James Byekwaso, Uganda National Farmers Association

- On a separate of paper, please group your various data according to how they are usually reported For example, total crop production and yield per hectare can be grouped as agricultural production/productivity data
- II Based on these data groups, please work with your colleagues to determine where on the objective tree your data apply

A Data group Sources and prices of agricultural inputs Indicator

1	Strategic Objective	1	1_
	Target No	1.2_	_1_
	Sub-target No	1.2.2	1
	Environment		
2	How often and when	collected	Monthly/mid
	How often and when	reported	Monthly/end
В	Data group Agricultura	al (crop) prices	Indicator
1	Strategic Objective	1_	_2_
	Target No	1.2_	1_
	Sub-target No	1.2.1	1
	Environment		_
2	How often and when	collected	Weekly
	How often and when	reported	Weekly/Saturday

The responses indicated above are from James Byekwaso of the Uganda National Farmers Association (UNFA) and are illustrative of the outcome of the first session Among the data

collected and reported by UNFA are agricultural production/productivity data, including crop prices, and the sources and cost of agricultural inputs. In the above illustration, Mr Byekwaso points out that such data, particularly for the production/productivity of the non-traditional crops targeted by SO 1, are germane to the measurement of performance indicators for the strategic objective itself, and for the indicators for Target 1 2 and Sub-targets 1 2 1 and 1 2 2. He then informed the other participants that these data are collected monthly for agricultural inputs and reported at the end of each month, and collected weekly for crop prices and reported each Saturday

As a result of the morning session, participant organizations now know not only which data sources will provide performance information for which indicators, but also how often and when these data are collected and reported. The participants also know the appropriate person to call at each data source should questions of data availability, etc., arise as SO 1 performance measurement progresses over time. This information sharing also will enhance coordination not only among the data sources themselves, but among the data sources and the ANR office as well. It should be noted, however, that the consensus among the participants indicates that data collection and reporting schedules provided during the workshop are approximate and would be met only under "ideal conditions."

# B Afternoon session

Following the same format as the first session, the afternoon portion of the workshop was designed to build on the morning's work by determining the actual cost, in time and money, of the participants' various data collection and reporting efforts. Sources and duration of funding for these efforts also were covered. Continuing with the example of Mr. Byekwaso, the following worksheet served as the tool for recording participant responses. Annex 3 is a matrix describing Working Session No 2 responses.

# WORKING SESSION NO 2 WORKING GROUP NO 1

Name James Byekwaso, Uganda National Farmers Association

- I What is the cost, in time and money, of your data collection?
  - A Data group Sources and prices of agricultural inputs
    - Time two days per month (in the Kampala area)
    - Ush 100,000 per month
    - Funding source Dutch grant through the World Food Programme
    - End of funding December 1995
  - B Data group Agricultural (crop) prices
    - Time two days per week (by field assistants in districts)
    - Ush 200,000 per week

- Funding source Dutch grant through the World Food Programme
- End of funding December 1995

Mr Byekwaso's responses indicate not only the amount of time required for collecting price data for agricultural inputs, but the actual cost of theses efforts as well. The participants also now know that the Dutch government is funding UNFA's price data collection through the World Food Programme and that this funding is scheduled to terminate in December 1995. This allows the participants to coordinate their actions and take whatever steps available to arrange for alternate funding for continued UNFA data collection should the Dutch decide to not renew the current agreement.

The critical question of funding addressed here is one of the issues all the participants raised during the second half of the afternoon session. Following the above exercise, the participants were asked to outline the major constraints to their data collection and reporting, and offer suggestions for how those constraints might be minimized. After noting these items on their worksheets, the participants worked within their groups to determine common constraints and solutions, and reported these findings to the rest of the workshop. Mr. Byekwaso's responses, listed on the final worksheet, are representative of the responses of other participants. A complete list of common constraints and possible ways to minimize them is found in the "Workshop Findings" section of this report

# WORKING SESSION NO 2 WORKING GROUP NO 1

Name James Byekwaso, Uganda National Farmers Association

What are the major constraints to your data collection and reporting efforts?

#### Data collection

- lack of research funds
- lack of transport to supervise data collection
- ignorance of farmers who do not give exact prices
- inaccurate measurement of produce
- data usually collected in English with no money for translation into local language
- lack of good record keeping
- lack of communication and cooperation among colleagues

# Data reporting

- lack of equipment
- lack of funding for equipment maintenance
- lack of skilled personnel

- 3 How do you think these constraints might be minimized?
  - access to training facilities
  - provision of equipment
  - improved communication and coordination

While it might not be possible to remedy all of the constraints listed by Mr Byekwaso (and his workshop colleagues), it is useful for donors and other data users to understand current data-source problems. This not only allows these organizations to determine where they believe money or other resources might best be applied to support a sustained data collection and reporting effort, but also gives them the advantage of being able anticipate where breakdowns in specific data collection efforts might occur. All of this information is extremely relevant to USAID/Uganda's strategic planning and performance measurement efforts.

# 2 WORKSHOP FINDINGS CONSTRAINTS & SUGGESTIONS

A collation of all findings from the morning working session, matching SO 1 indicators with data sources and their related data collection and reporting schedules, is found in Annex 1 A similar matrix, matching data sources with collection and reporting cost and related funding sources, is found in Annex 2 The following is a summary of findings regarding constraints to the data collection and reporting efforts of the organizations that participated in the workshop, as well as suggestions from the participants on how these constraints might be minimized

#### A Constraints

- The greatest constraint to the entire data collection and reporting effort is the lack of sustained funding. Workshop participants overwhelmingly agreed that without sustained funding, their various activities, so critical to the effective management of GOU, USAID/Uganda and other donor development work, cannot be carried out on a sustained basis. The participants are aware, however, that many of their efforts, and the related funding, are directly linked to a multitude of specific and often unrelated donor projects, and that once these projects end, funding is no longer available. It should be pointed out that many of the "inputs" necessary for data collection, reporting and analysis are dependent on sustained funding, including adequate, skilled labor and related training, salaries, office space, and a variety of costly capital goods including computer hardware and software, vehicles and communications equipment
- A lack of communication, coordination and collaboration among the various data producers is another major concern of the participants. This problem can result in one office or organization not knowing what another is doing, leading to costly and inefficient duplication of data collection and reporting. Incompatible computer hardware and software contribute to this lack of coordination.

The third major concern is questionable timeliness, reliability and validity of data, a constraint attributed in part to unrealistic and ineffective data collection and reporting schedules. A lack of coordinated and effective supervision appears to be a primary hindrance to regular and timely data collection and reporting efforts. Data reliability and validity, of extreme importance to both the participants and to the ANR office, appear to be affected by the more sensitive constraints of political and sectoral bias, and perhaps by constraints to collecting data from a representative sample

Although the working groups are involved in collecting and reporting different types of data, their major concerns are the similar. A lack of sustained funding directly impedes their ability to provide data on a sustainable basis, insufficient resources other than money, including everything from skilled labor and office space to computers and vehicles, pose a serious constraint to their work, and the absence of communication, coordination and effective supervision among data producers leads to duplication of effort and reduces the timeliness, reliability and validity of data

# **B** Suggestions

A summary of the participants' suggestions for minimizing data collection and reporting constraints mirrors the constraints themselves Although the following suggestions might appear to be a "wish list," the participants realize that donors also must work within certain constraints, especially fiscal limitations

- Establish sustained funding to make data collection and reporting sustainable (This includes investigating cost-recovery options such as charging data users for reports)
- Restructure the Statistics Department to improve coordination and collaboration among data producers Such coordination and collaboration can reduce duplication of effort, improve efficiency and lead to a savings in time and money
- Increase training through seminars and workshops to expand the pool of skilled labor
- Improve the compatibility of data producers' computer hardware and software
- v Coordinate supervision, and establish and follow realistic reporting and collection schedules

# 3 NEXT STEPS

The workshop participants decided that the most effective next step toward resolving the above constraints is for USAID/Uganda to meet with principle data producers to determine which organizations should be the authorities on producing which data. This will allow for a rapid response to the participants' shared concern over coordination and collaboration. Such an outcome appears to be within the manageable interest of the data sources. The more

"difficult" constraints, such as sustained funding and a restructuring of the Statistics

Department will need to be resolved over time and will be addressed in subsequent meetings among data providers and data users. It also was decided to include in subsequent meetings the representative participation of additional relevant data sources in the NGO and donor community. The ANR office will be responsible for the timely release of these workshop proceedings and for scheduling the next data producers meeting.

# Figure 1

# STRATEGIC OBJECTIVE 1

Increase rural men's and women's incomes from agricultural exports

Average rural household expenditure Annual gross farmgate revenues from selected NTAE crops

# TARGET 11

Increase exports of NTAEs

Annual value of NTAEs # of NTAEs with exports exceeding \$ 2 million per annum

#### SUBTARGET 111

Improve enabling environment for NTAE enterprises

Spread between lending and deposit rates at the Co operative Bank Annual value of investment approved through the UIA # of investments approved through the UIA per annum

#### ANEPP

Technical and budgetary assistance to EPADU Technical and budgetary assistance to UIA

#### **SUBTARGET 112**

Increase use of financial resources by NTAE enterprises

Value of loans and grants made by AID affiliated financial institutions # of loans and grants made by AID-affiliated financial institutions

#### CAAS

Technical and mang t assistance to modernize the Co op Bank Capitalization of the Co-operative Bank (Title II funds) IDEA

Direct provision of grants to NTAE producers and exporters TA through APDF to assist new NTAEs in accessing credit RPE

Grant to DFCU to create venture capital fund

# **SUBTARGET 113**

Improve management performance of NTAE enterprises

Avg ann per firm % change in revenues - NTAEs assisted thru AID activities

# **ANEPP**

Mang t & marktg TA to NTAE firms & ass'ns - EPADU ADPF VOCA

Production management & marketing TA to NTAE firms - ADC
TA to Makerere Univ to increase capacity for business mang t training
CAAS

Management and production TA to NTAE firms

# TARGET 12

Increase rates of return to producers and exporters from NTAEs

Gross margins per hectare for selected NTAE crops

# **SUBTARGET 121**

Increase efficiency of NTAE markets

Farmgate price as a % of border/FOB price for selected NTAEs

#### ANEPP

Collection & dissemination of market Information TA to strengthen export associations permitting a market role IDEA

Collection & dissemination of market information TA to strengthen export associations permitting a market role

# **SUBTARGET 122**

Improve on-farm post harvest technologies

# of farmers using improved post harvest techs in target areas

#### ANEPP

TA/support to develop & demo a post-harvest tech pkg

#### **SUBTARGET 123**

Increase adoption of improved agricultural production technologies

% of maize production area under HYV maize # of farmers using improved cultural practices in target areas

#### DEA

TA to NARO to improve mangt & planning of ag research

Distribution of improved seeds for selected crops

ANNEX 2 STRATEGIC OBJECTIVE NO 1 SOURCES BY ORGANIZATION, DATA TYPE, INDICATOR AND SCHEDULE

Note Although 27 people attended the workshop, the following 16 submitted information

Name, organization and telephone No.	Data type/data sets	Objective tree level	Specific indicator	How often and when collected	How often and when reported
James Byekwaso Uganda National Farmers Association	Ag inputs sources and prices	Target 1 2 Sub-target 1 2 2	No 1 No 1	Monthly mid-month	Monthly end of month
Tel No	Ag (crop) prices	SO 1 Target 1 2 Sub-target 1 2 1	No 2 No 1 No 1	Weekly	Weekly Saturdays
Yeko Mwanga EPADU Tel No 231390	NTAEs	SO 1 Target 1 1	No 1 No 2 (secondary source, Research Bank of Uganda Customs Dept URA)	Monthly	Quarterly
W E Wachemba Mınıstry of Trade and Industry Tel No 256395	Crop prices	SO 1 Target 1 2 Sub-target 1 2 1	No 1 No 1 No 1	Weekly Tuesdays	Weekly Saturdays
258202	Crop processors  Ag exports	Sub-target 1 2 2  SO 1 Target 1 1 Target 1 2 Sub-target 1 2 1	No 1 No 2 No 1 No 1 No 1	? Continuously	? On demand
Abel Ojoo MSE Consultants Ltd Tel No 236682	Ag exports (secondary source analysis of export data from Customs)	Target 1 1	No 1, No 2	On demand by EPADU	Annually

Name, organization and telephone No.	Data type/data sets	Objective tree level	Specific indicator	How often and when collected	How often and when reported
James Cartwright EPADU Tel No 231390	Ag exports (air freight)	SO 1 Target 1 1 Sub-target 1 1 3	No 2 No 1 No 1	Daily	Monthly (with 2- to 4-week time lag)
Laurent Tusingwire BOU Agricultural Secretariat Tel No 233819	Ag exports  Environment	SO 1 Target 1 2 Sub-target 1 2 1  EMEMP	No 2 No 2 No 1	Biannually March-April and Sept -Oct	Biannually June and Dec
M N Kiwesi and Matthew Sewangana Statistics Department Tel No 042-21051	Ag exports (secondary source for Target 1 1)	SO 1 Target 1 1	No 2 No 2	Monthly	Quarterly March, June, Sept, Dec Annually June
D N Kısauzı NARO Tel No 042-20512	Ag production  Ag production  ag research (primary and secondary sources)  Environment	Target 1 2 Sub-target 1 2 2 Sub-target 1 2 3  EMEMP	No 2 No 1 No 1 No 1, No 2	End of experiments, trials, surveys	Annually March-April
J B K Magezi-Apuuli Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) Tel No 042-20817	Ag production  Environment	Target 1 1 Sub-target 1 2 1 Sub-target 1 2 3	No 1 No 2 No 1	Monthly area & prices, annually yield & livestock	Monthly prices monthly & annually fish monthly, biannually & annually area annually live-stock

Name, organization and telephone No.	Data type/data sets	Objective tree level	Specific indicator	How often and when collected	How often and when reported
Peter Wathum and Edward Mwesigwa BOU Agricultural Secretariat	Ag production (primary & secondary)	SO 1 Target 1 2 Sub-target 1 2 1	No 2 No 1 No 1	Biannually March-April & Nov -Dec	Bıannually May-June & Dec -Jan
Tel No 233819 258441/9	Ag prices (primary & secondary	So 1 Target 1 2 Sub-target 1 2 1	No 2 No 1 No 1	Monthly	Quarterly Aprıl,July, Oct ,Jan
	Ag inputs (primary)	SO 1 Target 1 2 Sub-target 1 2 3	No 2 No 1 No 1	Quarterly March, June, Sept, Dec	Quarterly Aprıl,July, Oct ,Jan
	Ag processing/ marketing (primary & secondary)	SO 1 Sub-target 1 2 2	No 2 No 1	Biannually March-April & Oct -Nov	Bıannually May-June & Dec -Jan
	Crop finance/ credit (primary & secondary)	SO 1 Target 1 2 Sub-target 1 1 2	No 1, No 2 No 1 No 1, No 2	Same as above	Biannually May-June & Dec -Jan
	Sостоесопотис	SO 1 Target 1 2	No 1, No 2 No 1	Annually Jan	Annually March-Aprıl
	Environment	ЕМЕМР			
Charles Kaitabwango Uganda National Farmers Association Tel No	Ag production	SO 1 Target 1 2 Sub-target 1 2 1	No 2 No 1 No 1	Monthly (see questionnaire, information is inconsistent)	Monthly (see questionnaire information is inconsistent)

Name, organization and telephone No.	Data type/data sets	Objective tree level	Specific indicator	How often and when collected	How often and « when reported
Dr S Ngambeki Makerere University Department of Agricultural Economics Tel No 531152 542277	Research data  Environment	Sub-target 1 2 2 Sub-target 1 2 3 EMEMP	No 1 No 1	As and when requested	As and when requested
Jane Nampinga GMU/APE Tel No 241110	Ag production  Ag tech adoption	SO 1 Sub-target 1 2 2 Sub-target 1 2 3	No 1 No 1 No 2	?	?
Mary Babirye CARE Tel No 258568/9	Tech adoption	Sub-target 1 2 2 Sub-target 1 2 3	No 1 No 1, No 2	Ongoing	Monthly, biannually
	Financial resources/ Ag credit  Environment	Sub-target 1 1 2  EMEMP	No 1 (sex- disaggregated)	Ongoing	Quarterly, biannually

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ANNEX 3
STRATEGIC OBJECTIVE NO 1 DATA SOURCES BY COST AND FUNDING

Note Although 27 people attended the workshop, the following 16 submitted information

Name, organization and telephone No.	Data type/data sets	Cost in Ush	Funding source	End of funding
James Byekwaso Uganda National	Ag inputs sources and prices	Ush 100,000 per month	World Food Programme	Dec 1995
Farmers Association Tel No	Ag (crop) prices	Ush 200,00 per week	World Food Programme	Dec 1995
Yeko Mwanga EPADU Tel No 231390	NTAEs	?	BOU/URA & USAID (for NTAE survey reports)	?
W E Wachemba Ministry of Trade and Industry	Crop prices	Ush 50,000 per month	Government salary	Ministry annual budget cycle
Tel No 258202 256395	Crop processors	Ush 5,000 per month	Government salary	
	Export data	Ush 5,000 per month	Government salary	?
Abel Ojoo MSE Consultants Ltd Tel No 236682	Ag exports (secondary source analysis of export data from Customs)	Ush 8,000-14,000 per month (depends on period for which data are required)	EPADU	September 1994

Name, organization and telephone No.	Data type/data sets	Cost in Ush	Funding source	End of funding
James Cartwright EPADU Tel No 231390	Ag exports (air freight)	Ush 15,000 per month (collection) Ush 75,000 per month (analysis)	ANEPP/ISTI	Sept 1996
Laurent Tusingwire BOU Agricultural Secretariat Tel No 233819	Ag exports	?	BOU	9
M N Kiwesi and Matthew Sewangana Statistics Department Tel No 042-21051	Ag exports	Ush 125,000 per ?	BOU & IDA	Continuous
D N Kısauzı NARO Tel No 042-20512	Ag production ag research	Depends on intensity of activity	GOU, IDA, IDRC, EEC, NRI, USAID, UNDP, etc	Continous
J B K Magezi- Apuuli Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) Tel No 042-20817	Ag production	Based on monthly salaries and number of extension workers	Mınıstry budget	Annual budget cycle

Name, organization and telephone No.	Data type/data sets	Cost in Ush	Funding source	End of funding
Peter Wathum and Edward Mwesigwa BOU Agricultural	Ag production	Ush 25 million per year	Formerly BOU (?)	<sup>7</sup> (funding recently cut to Ush 5-10 million)
Secretariat Tel No 233819 258441/9	Ag prices	Ush 40 million per year	USAID (PL 480)	Ended in 1993 fiscal year
250441/9	Ag inputs	Ush 40 million per year	USAID (CAAS)	Depends on CAAS funding
	Ag processing & marketing	Ush 12 million per year	BOU with support from IDA (ASAC)	Dec 1994
	Crop finance/credit	No direct cost (collected with ag process/market data)	-	-
	Socioeconomic	Ush 80 million per year	USAID (PL 480)	Ended in 1992
Charles Kaitabwango Uganda National Farmers Association	Ag production	Ush 100,000 per week	World Food Programme	Dec 1995
Tel no	Ag prices	Ush 200,000 per week	World Food Programme	Dec 1995
Dr S Ngambeki Makerere University Dept of Agricultural Economics Tel no 531152 542277	Research data			

Name, organization and telephone No.	Data type/ďata sets	Cost in Ush	Funding source	End of funding
Jane Nampınga GMU/APE Tel no 241110	Ag production Ag tech adoption	?	USAID APE project	August 1996
Mary Babırye CARE Tel No 258568/9	Ag tech adoption	Depends on monthly salaries	USAID/CARE	1996
101 110 2000019	Financial resources/ ag credit		UNCDF/CARE	1996

# ANNEX 4· PARTICIPATING ORGANIZATIONS AND THEIR REPRESENTATIVES

1	Government of Uganda, Statistics Department (Entebbe)  M N Kiwesi, Deputy Commissioner  Matthew Sewangana
2	Bank of Uganda, Agricultural Secretariat Edward Mwesigwa Laurent Tusingwire Peter Wathum
3	Government of Uganda, Ministry of Trade and Industry W E Wachemba
4	Government of Uganda, Ministry of Agriculture, Animal Industries and Fisheries Mageezi Apuuli
5	Cooperative Resources W O Otage, Director
6	Uganda National Farmers Association (UNFA)  James Byekwaso Charles Kaitabwango
7	National Agricultural Research Organization (NARO)  D N Kısauzı
8	National Environmental Information Center (NEIC) F R Turyatunga
9	Export Policy Analysis Development Unit (EPADU) Yeko Mwanga James Cartwright
10	Grant Management Unit (GMU)  Jane Nampinga
11	Makerere University, Department of Agricultural Economics Dr S Ngambeki
12	Management Systems and Economic Consultants, Ltd (MSE) Abel Ojoo

Omiat Omongin

13 CARE

Mary Babirye Stanley Dunn

14 European Community

E G Ring, Environment Officer

15 USAID/Uganda

Gary Bayer
Jim Dunn
Albert Yeboah
Robin Phillips
Posern Payampore

Rosern Rwampororo Cheryl Anderson Kıa

16 REDSO/ESA

Eric Loken

17 PRISM (USAID/Center for Development Information and Evaluation)

Keith Brown Jonathan Hawley